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Subproject Final Report
Technical Assistance to the
Family Planning Association of Nepal
January 1993 - May 1997

Family Planning Management Development (FPMD)
Project Number: 936-3055
Agreement Number: CCP-A-00-95-00000-02

Office of Population, USAID

Management Sciences for Health
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October 16, 1997

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Table of Contents

I. EXECUTIVE SUMMARY	1
II. BACKGROUND AND INTRODUCTION	3
III. ACTIVITIES	4
Phase I: January 1993 - September 1995 (FPMDI)	4
Strengthening of MIS	4
Strengthening Training Capacity	5
Phase II: November 1995 - May 1997 (FPMDII)	5
IV. RESULTS/OUTCOMES	7
Strengthening of MIS	7
Results achieved under FPMDI	7
Results achieved under FPMDII	8
Strengthening of Training Capacity and Reproductive Health	11
V. SUMMARY OF RECOMMENDATIONS	11
Annex A	
Summary of Progress	15
Annex B	
Program Outputs	19
Annex C	
Select Bibliography	21

I. EXECUTIVE SUMMARY

Between January 1993 and May 1997, the Family Planning Management Development Project (FPMD) worked with the Family Planning Association of Nepal (FPAN), an International Planned Parenthood Federation affiliate and the oldest and largest family planning non-governmental organization in Nepal, to strengthen its management capacity. During an initial management assessment conducted in January 1993 at the request of USAID/Nepal, a number of areas for management strengthening were identified. Based on the priorities of FPAN, a Management Development Plan (MDP) was developed for assistance in the two areas of management information systems (MIS) and training. Between 1993 - 95, technical assistance was provided primarily by local consultants with periodic monitoring and input from FPMD/Boston. An evaluation carried out during April 1995 (near the end of FPMDI) found that achievements in MIS had been substantial, while achievements in training had been more limited. In November 1995 (at the start of FPMDII), a "supplementary needs assessment" was carried out through a series of meetings with FPAN senior staff, and a new MDP was developed focusing on further strengthening and institutionalization of the MIS. Technical assistance was provided through May 1997, at which time a participatory final review of overall achievements was conducted with FPAN senior staff.

Strengthening of MIS

During 1993 - 94, FPMD local and Boston-based consultants worked with FPAN staff to conduct an in-depth assessment of FPAN's MIS. The resulting comprehensive workplan for MIS strengthening included: phase-wise development of an integrated MIS, including standardization and documentation of all definitions, policies, and procedures; creation of a separate MIS unit responsible for general oversight; training of FPAN staff in relevant aspects of MIS, including management; and deployment of appropriate computer hardware and software at FPAN Headquarters (HQ). During 1994 - 1995, the priority finance and service statistics modules were developed and implemented, including software, reporting formats, and all related recording and reporting forms and protocols from the HQ to the Village Development Committee (VDC) level. All of the objectives in the MIS workplan were achieved.

The MDP developed during November 1995 focused on institutionalizing the MIS within FPAN, including developing the capacity to better use information, and improving the quality and timeliness of the information collected and produced. Development of two additional modules to strengthen FPAN's management of human resources and the distribution of commodities, equipment, and supplies was also included. Between November 1995 - May 1997, the objectives of the MDP were achieved. Throughout, MIS was considered broadly to include the use of information in management, as well as the establishment of appropriate management procedures and communication systems between staff and organizational units.

Strengthening of Training Capacity

During 1994 - 95, a local training consultant worked with FPAN on: improving skills in adult learning, course and session design, presentation, and facilitation; developing a Family Life Education project; designing and delivering a program management course for branch staff; and developing a job description for the important planned post of Senior Training Officer (STO). Other activities, such as developing an overall plan for training, designing curriculum and materials, and developing systems for marketing, managing, and evaluating courses were planned for joint execution with the STO, who was, in the end, not hired. Due to unclear prospects for further achievements in this area, training was not included in the MDP developed in November 1995.

Results/Outcomes

FPAN has made great progress in strengthening its MIS. With respect to knowledge of information use and management, the organization has been transformed. Progress was due to a number of factors, including the commitment of senior staff and the sustained day to day involvement of the local consultant. Specific results include:

- FPAN has a comprehensive system for monthly and quarterly collection of service information from the VDC and Branch levels.
- Quality of information received from Branches and VDCs is much improved, with fewer inconsistencies in reports and less confusion over definitions and concepts.
- FPAN has an automated statistical system at the HQ level for processing information and producing reports for donors and for analysis.
- FPAN program staff increasingly use reports generated from the MIS for analysis and for monitoring Branch performance.
- FPAN HQ has a fully functional automated financial system, which allows the monitoring, tracking, and reporting of expenditures.
- FPAN is providing oversight for the MIS by a separate MIS unit, located within the Planning and Evaluation Unit.
- FPAN has staff trained in basic use of the service statistics and finance modules.

Specific recommendations for continued development include:

- More follow-up, monitoring, and feedback on information collected at the VDC and Branch level is necessary to improve the quality and use of that information.
- More encouragement and training is needed in the meaningful use of MIS information by program staff.
- FPAN should come to agreement on definitions of and approaches to cost-effectiveness, and decide how staff can use financial information to more effectively manage their work.
- FPAN should improve its capacity to provide support to users of information technology, both for day to day problems as well as in the longer-term.
- In the longer-term, FPAN should examine its data and information requirements in order to concentrate on collecting only the data needed for substantive program management.

II. BACKGROUND AND INTRODUCTION

Between January 1993 and May 1997, the Family Planning Management Development Project (FPMD) worked with the Family Planning Association of Nepal (FPAN), the International Planned Parenthood Federation affiliate in Nepal, to strengthen its management capacity. Between 1993 - November 1995, assistance was provided in the areas of management information systems (MIS) and training. Between December 1995 - May 1997, assistance was provided in MIS, including developing additional management systems and institutionalizing gains made previously in strengthening the MIS. During this second period, work especially focused on developing the capacity of FPAN Headquarters (HQ) and Branch staff to better use information; improving the quality and timeliness of the information collected and produced by Headquarters and Branches; and ensuring the sustainability of the systems that had previously been developed. Throughout, MIS was considered broadly to include the use of information in management, as well as the establishment of appropriate management procedures and communication systems between staff and organizational units.

Founded in 1959, FPAN is the oldest and largest family planning non-governmental organization (NGO) in Nepal. FPAN has focused on service delivery, including family planning, MCH and primary health care, as well as information, education, and communication programs. Special projects have focused on female literacy, income generation, and environmental issues. The FPAN Headquarters is located in Kathmandu, and there are 27 branch offices, eight in the hill region and the rest in the *terai* (plains). At present there are no branches in the mountainous regions. As the most prominent family planning NGO, FPAN has taken the lead in the NGO Coordination Council, the coordinating body for international and Nepali NGOs working in family planning/reproductive health.

At the time that FPMD began its technical assistance in management strengthening in 1993, FPAN had just made a number of major changes in its management structure and senior staff, including appointing a new Director General (DG) and Board of Directors. Some of the impetus for change had come from an IPPF organizational assessment which identified a series of priority management problems. FPAN had also recently completed a strategic plan for 1994-2003, with the focus on the following four areas: expansion of service delivery, demand generation, institutional reform, and advocacy on national policy. FPAN had also held discussions with His Majesty's Government (HMG) of Nepal about assuming a significantly expanded role in the national program. The new management saw the strengthening of certain key management systems as critical in allowing FPAN to achieve its ambitious programmatic goals.

The following sections present: 1) a description of activities carried out (Section III); 2) discussion of the results/outcomes achieved (Section IV); and, 3) recommendations for the future (Section V). The report describes work and accomplishments under both FPMDI and FPMDII, although greater emphasis is given to work done under the latter project. For more detailed information on work done under FPMDI, see *Evaluation Report: FPMD Technical Assistance to the Family Planning Association of Nepal*, dated July 1995. Annex C contains a select

bibliography of key subproject documents.

III. ACTIVITIES

Phase I: January 1993 - September 1995 (FPMDI)

At the request of USAID/Nepal, in January 1993 a management assessment was done in order to identify ways in which the management capacity of FPAN could be strengthened in order to help the organization achieve its ambitious new goals. (See *Management Assessment and Management Development Plan, Family Planning Association of Nepal, January 18 - 29, 1993*; Marc Mitchell and Jean Baker.) Based on the assessment, a Management Development Plan (MDP) was developed with specific recommendations for management strengthening in the following areas: operational planning, service delivery quality assessment, management information systems, human resources management, training (capacity and plan), board/staff relations, overseas training, and logistics. During a subsequent visit, more detailed recommendations were developed for strengthening FPAN's training capacity. (See *Trip Report: Nepal, September 14 - October 2, 1993*; Steve Reimann.)

Based on FPAN's priorities, its absorptive capacity, and the limitations of FPMD funding, the original list of priority areas for strengthening was reduced to three: MIS, training capacity, and human resources development. In fact, MIS and training are listed explicitly as major strategies in FPAN's 1994 - 2003 Strategic Plan; the inclusion of MIS, normally included under administrative systems, as a strategy indicates the importance with which it was viewed by FPAN management. The FPAN DG subsequently requested that the human resources development work be deferred. Scopes of work were developed for technical assistance in MIS and training and local consultants were engaged, with technical support and supervision from FPMD/Boston.

Strengthening of MIS

During late 1993 and the first half of 1994, FPMD local and Boston-based consultants working with FPAN staff assessed FPAN's MIS at HQ, Branch, and Village Development Committee (VDC) levels. The consultants found that the MIS had the following weaknesses: unclear objectives, responsibilities, and lines of authority, with an overall lack of direction and lack of accountability; an absence of coordination and integration between units, with various units having their own reporting systems; inadequate use of information for decision making by staff; poor quality and timeliness of reports to HQ; lack of uniform reporting forms, with various Branches using their own forms; lack of human resources (skills) in MIS; and, lack of computer hardware and software. Based on these findings and on additional inputs provided by FPAN staff, the consultants prepared a plan for strengthening FPAN's MIS which included: phase-wise development of an integrated MIS, including modules for service statistics, finance, inventory/logistics, human resources, development statistics, and demographic information; creation of a separate MIS unit responsible for general oversight; training of FPAN staff in

relevant aspects of MIS, including management of MIS; standardization of data collection and reporting forms; documentation of all definitions, policies, and procedures; and deployment of appropriate computer hardware and software at FPAN Headquarters. (See *Report: A Plan for Strengthening the MIS of Family Planning Associate of Nepal*; June 1994; Hillard Davis and Mahesh K. Puri, in *Trip Report: Nepal, May 25 - June 8, 1994*; Hillard Davis.) The plan was in the form of recommendations to FPAN, which approved of the plan. During 1994 - 1995, per FPAN's identified priorities, the two major modules for finance and service statistics were developed and implemented. The modules consisted of software, reporting formats, and all related recording and reporting forms and protocols, for the service statistics module down to the VDC level. Implementation of each system included designing the appropriate forms, developing prototype computer programs, pilot testing the forms and software, modifying the forms and software based on user experience, training of relevant staff, and developing both user and technical documentation.

Strengthening Training Capacity

Beginning in March 1994, a local training consultant began working with FPAN on: improving skills in adult learning, course and session design, presentation, and facilitation; developing a Family Life Education project; designing and delivering a program management course for branch staff; and developing a job description for the important planned post of Senior Training Officer (STO). Other activities, such as developing an overall plan for training, designing curriculum and materials, and developing systems for marketing, managing, and evaluating courses were planned for joint execution with the STO.

In the last year of FPMDI, an internal evaluation of technical assistance to date was carried out. (See *Evaluation Report: FPMD Technical Assistance to the Family Planning Association of Nepal*; July 1995.)

Phase II: November 1995 - May 1997 (FPMDII)

In November 1995, under FPMDII, a "supplementary needs assessment" was carried out by holding a series of meetings with the DG and with FPAN senior-level staff to revisit the January 1993 MDP and update it in light of changed circumstances, including technical assistance received since 1993 from FPMD and other organizations, internal evolution of the organization, and changing policies and strategies. Based on this assessment, a new MDP was developed focusing on continued work on MIS: institutionalizing (i.e., making sustainable) the MIS within FPAN, including developing the capacity to better use information, and improving the quality and timeliness of the information collected and produced. Development of two additional MIS modules to strengthen FPAN's management of human resources and the distribution of commodities, equipment, and supplies was also included. (See *Management Development Plan*,

*December 1995 - June 1997; June 1996.*¹) Although FPAN staff still perceived the need to strengthen training capacity, because of a combination of lack of achievement under Phase I and limited FPMD resources, it was decided not to include training. (See Section IV below for discussion on training.) Training in reproductive health was also identified as a need, but was not included due to limited resources. (In fact, the areas of training capacity and reproductive health training were mentioned in the MDP as needs for FPAN, with the acknowledgment that FPMD would not provide technical assistance in these areas.)

Between December 1995 - November 1996, work focused on:

- assessing use of the new recording and reporting forms at VDC and Branch levels and identifying solutions to problems;
- developing a three day workshop to review recording and reporting forms;
- orienting and training the newly hired MIS Manager in use of the service statistics module, report design, modification of databases, and general troubleshooting;
- training Accounting staff in use of the automated accounting system;
- adapting the financial and service statistics modules for use on the Local Area Network (LAN);
- assessing the current Human Resources MIS (HRMIS) and developing and implementing the plan for upgrading, including software application and collection of needed information from Branches;
- assessing the current inventory/logistics system, and implementing the Commodities Logistics Management (CLM) software, designed by MSH, along with relevant management improvements and staff training;
- supervising the installation of LAN hardware and software;
- finalizing the implementation of a human resources MIS;
- updating and compiling documentation for all parts of the upgraded MIS; and,
- providing support in the fine-tuning of the MIS sub-systems.

Beginning in July 1996, as part of the focus on use of system outputs by managers, work began on developing a curriculum for a workshop on use of information. During January 1997 a pilot workshop for select Branch and HQ staff on the use of information was organized by FPMD, FPAN, and a local resource group. The workshop focused on building skills and motivation for using information available from FPAN's MIS and other sources. Based on experience gained at the workshop and on feedback from participants, the curriculum was revised and compiled in a binder, which will be used by FPAN staff in their replication of the workshop for remaining Branch personnel.

¹ Although the final version of the Management Development Plan is dated June 1996, agreement on its contents was reached during November 1995 and work towards its objectives began at that time.

IV. RESULTS/OUTCOMES

The following discussion of results/outcomes is based on several sources: periodic monitoring visits by FPMD/Boston; observations made by the MSH/FPMD consultants in Nepal; the 1995 FPMDI internal evaluation; and a final participatory evaluation session held with FPAN senior staff during May 1997, during which achievements were reviewed against the current MDP. As noted above, while the focus here is on the objectives for December 1995 - May 1997 (FPMDII), brief discussion is presented on work done between November 1993 - September 1995 (FPMDI). Annex B contains a list of program outputs from FPMD's technical assistance in MIS.

Strengthening of MIS

FPAN has made great progress in strengthening its MIS. With respect to knowledge of information use and management, it is not an exaggeration to say that the organization has been transformed, with staff now capable of discussing issues of which they were not even aware three years ago. The progress has been due to a number of factors, including the commitment of senior staff, especially the DG, Finance Director, and the MIS Unit Chief, who clearly saw the contribution that MIS could make to management. The sustained day to day involvement of the FPMD local consultant was also an important contributing factor to the success of the technical assistance. This allowed follow-up and quick responsiveness in the event of problems and obstacles, as well as an opportunity to reassure FPAN staff about the changes taking place. On the other hand, the local consultant performed a number of tasks that should have properly been done by FPAN staff themselves (i.e., translation of documents).

Results achieved under FPMDI

By the end of FPMDI in September 1995, the following results had been achieved:

- FPAN had a comprehensive system consisting of forms, protocols, and definitions for monthly and quarterly collection of service information from the VDC and Branch levels.
- FPAN had an automated statistical system at the HQ level for processing information and producing reports for donors and for analysis.
- FPAN HQ had a fully functional automated financial system, which allows monitoring and tracking of expenditures according to the various categories of offices, program categories, donors, strategies, and activities, and produces reports for donors and for analysis.
- FPAN was providing oversight for the MIS by a separate MIS unit, located within the Planning and Evaluation Unit, headed by a manager who has received specialized training in management of MIS.
- FPAN had staff trained in basic use of the service statistics and finance modules.

Additional discussion of results under FPMDI are contained in the April 1995 internal evaluation cited above.

Results achieved under FPMDII

In general, all seven objectives in the June 1996 MDP were achieved in the areas of quality of MIS information, use of information by staff, routine maintenance of office technology, functioning of the finance system, improved capacity in human resources and logistics/inventory management, and availability of information over the Local Area Network. The degree of achievement varied between objectives.

Annex A contains a summary of progress against the objectives and verifiable indicators in the June 1996 MDP. Observations are based in part on discussions during the May 1997 participatory evaluation meeting held with FPAN senior staff. During the meeting, the objectives and verifiable indicators in the MDP were systematically reviewed in order to elicit perceptions of progress and to identify work to be done in the future. This discussion can therefore be considered the subproject's final evaluation. While the focus was on work specified in the June 1996 MDP (FPMDII), discussion also addressed work done in 1993 - 1995 (FPMDI).

Highlights for the seven objectives contained in the MDP are presented below. These objectives build upon achievements made during 1993 - 95 (FPMDI).

Objective 1: Quality, reliability, and timeliness of service information at the VDC and Branch levels is improved.

Quality of the information received from Branches and VDCs is much improved, although more follow-up, monitoring, and feedback is necessary. Fewer inconsistencies are found in the reports and staff have less confusion over definitions and concepts. Frequent FPAN staff changes and turnover of Women Volunteers hurts the quality of information. Staff at all levels will become increasingly concerned with information quality the more they use it as a basis for real decisions.

Objective 2: Program Division and Evaluation/MIS staff regularly use MIS and supplementary information for analysis and decision-making.

Reports generated from the MIS are increasingly used by the Program Division for analysis and for monitoring Branch performance, although more work is needed to use the information more meaningfully; i.e., in looking at cost-effectiveness or determining the best way of carrying out activities. Additional attention should be given to analysis of VDC performance. At the Branch level, the MIS should not be seen simply as a mechanism for collecting data and passing it to the next higher level. For instance, information collected on frequency of community worker home visits should be used by Branches to monitor their programs. At present, except in cases of problems with accuracy or completeness, feedback reports are not being sent to the Branches, most likely because they are not felt to be useful by either HQ or the Branches themselves. The periodic sending of substantive feedback reports to Branches could have a number of benefits,

including encouraging Branch-level analysis of service statistics, motivating Branch staff, and generally building faith in the MIS. As noted above, the Branches may begin to look at their own information more carefully when they can see the connection between the information and decisions they have to make.

Objective 3: FPAN possesses capacity to manage routine maintenance of office technology, including hardware and software (sustainability and institutionalization).

FPAN has the capacity to make minor changes in sub-systems, but not larger changes such as programming new reports. As the FPAN MIS increases in scope and importance in daily management, and as FPAN staff continue to increase their use of information technology, FPAN will have to further improve its capacity to support individual users with day to day problems (i.e., viruses, corrupted files) as well as to manage the technology on a higher level (i.e., the development of standards and policies for software and hardware). FPAN should hire an additional qualified staff person who is able to create and modify database structures, write and maintain computer programs that manipulate data and generate reports, and understand and administer Local Area Networks. FPAN should also provide periodic training to staff in order to raise the overall level of familiarity with information technology. On a broader level, FPAN should constitute an internal working group to look at how to manage information technology (i.e., standards and policies) and to ensure that FPAN staff are kept “in the loop” on issues and developments. FPAN HQ is now more fully aware of the relative merits and demerits of computerization; as a matter of policy, FPAN should not begin computerization of its Branches until it can better support its information technology without outside assistance.

Objective 4: FPAN HQ has a fully functioning automated finance system.

The automated financial system is functioning well, and staff have made the complete transition from a manual to automated system. HQ staff time spent doing tedious manual calculations and on generating routine and special reports has been vastly reduced, which should allow them to do more analysis of financial information or be redeployed on other tasks. Staff feel that the ease with which financial information is now available has increased financial transparency within FPAN. While timeliness of Branch financial reporting has improved, some Branches continue to be habitually late in sending their monthly financial reports. This problem should be treated by senior management as a supervision and performance issue, and be addressed through appropriate management intervention or, if necessary, through necessary action by the FPAN Board.

Non-Finance staff have expressed the need for financial information in their work. Discussions and formal meetings should be held to identify how Program and other Divisions can use the outputs from the financial system to more effectively manage their work, and in what form the information can be made available. For instance, cost effectiveness has been mentioned as an

important concern. The Planning and Evaluation Unit should take the lead and work with the other Divisions in choosing definitions and approaches to measuring cost effectiveness and, importantly, in looking at what policy responses and decisions can be made based on the analysis.

Objective 5: Human resources management system is upgraded to better support management.

The Human Resources MIS has been implemented. All Central and Branch regular staff records have been entered, and management reports can be generated. Because computerization of sensitive personnel records has made this information potentially more accessible, management protocols are needed to ensure that information is kept up to date and that information is available only to appropriate persons. For instance, except for statistical summary reports, personnel information should be limited to those FPAN staff whose legitimate job responsibilities require it. Protocols and procedures should also be developed to ensure that individual records are updated on a timely basis.

Objective 6: Logistics and inventory system is upgraded to better support the management of commodities, equipment, and supplies.

Implementation of the automated inventory system is in process, although more work is needed in inputting information and in establishing management protocols. Technical (hardware) problems and transfers of key staff have created delays. Manual systems will still be maintained until confidence is developed in the automated one. Momentum to fully implement the system should not be lost. The skills noted under Objective 3 above are important in fully implementing and maintaining the system. As CLM is supported by MSH's MIS Program, on-going technical assistance can be provided by the MSH MIS staff-person resident in Kathmandu. As the upgraded inventory system has been implemented at the HQ level only, management of logistics at the Branch level may not be satisfactory in all cases and therefore should be looked into by FPAN. Branch and regional warehouses should not be computerized until proper management protocols and systems have been put in place and tested.

Objective 7: Finance and service information is accessible to all relevant users over FPAN's LAN.

The LAN has been fully functional, with minimum outages and problems.

Although not a specific objective, the majority of FPAN key HQ staff now have access to computers and can use them. There are now nearly 25 computers and a fully functional LAN, and FPAN now has access to electronic communication via Internet e-mail.

Strengthening of Training Capacity and Reproductive Health

As noted in the July 1995 FPMDI final evaluation, achievements against the Phase I MDP in strengthening training capacity were much more limited. While staff felt they had benefitted from the assistance of the FPMD Training Consultant in development of curriculum, staff skills, and a team approach to training, the lack of a Senior Training Officer, who would have been the Training Consultant's counterpart, and of an organization-wide training plan that would consolidate FPAN's various training efforts severely limited progress in the training area. Overall, the evaluation found that there had been little progress in institutionalizing appropriate structures for effective training, and in establishing a "common vision for what it takes to mount a well planned, coordinated, and sustained training effort." The evaluation found "little consensus or clarity about either the desirability of a designated training unit or about its role, structure, staffing, key training initiatives, or target groups." It was not clear why FPAN did not move on the training recommendations made in the MDP, while at the same time the MIS recommendations were acted upon rapidly. Although it was reported that internal management issues related to training were to be discussed and resolved during a July 1995 retreat, it was not clear that significant developments took place. The evaluation recommended that FPAN develop an organizational consensus about its training effort.

Because of the lack of progress and achievements under Phase I, the Phase II MDP did not include technical assistance in developing training capacity. During the May 1997 final review, however, FPAN staff still felt that strengthening is needed in the areas of training capacity and reproductive health, due to FPAN's role in providing training not only to its own staff but to outside organizations, including HMG. Many of the recommendations made in the FPMD September - October 1993 training report, such as the need for hiring of a Senior Training Officer, management of the training schedule, and training of FPAN staff in principles of adult learning, course and session design, and presentation and facilitation skills, are therefore still relevant. It seems that the Training Division could also function as more of a resource to the other Divisions and Units in FPAN.

More detailed presentation of achievements and on-going needs are found in Annex A.

V. SUMMARY OF RECOMMENDATIONS

The following is a summary of the major recommendations noted above:

- ▶ FPAN HQ should provide more follow-up, monitoring, and feedback concerning Branch service and financial reports.
- ▶ FPAN HQ should continue to organize workshops and provide on-site technical assistance to encourage HQ, Branch, and VDC staff to use information both at higher levels and at the level at which it is collected.

- ▶ FPAN HQ should look at personnel policies that affect the understanding of reporting procedures (i.e., frequent staff transfers and high turnover of Women Volunteers) and in turn the quality of information. This is a larger issue, but it affects the quality of MIS information.
- ▶ FPAN HQ should hold formal meetings to identify how Program and other Divisions can use outputs from the financial system for program analysis, such as in the area of cost-effectiveness. All staff would benefit from this inter-office cooperation.
- ▶ FPAN HQ should hire an additional staff person to support information technology, including both day to day problems as well as intermediate needs such as design of new reports.
- ▶ FPAN should not computerize its Branches until it can more fully support its information technology without outside assistance.
- ▶ FPAN should constitute an internal working group to look at how to manage information technology (i.e., standards and policies) and to ensure that FPAN staff are kept “in the loop” on issues and developments. Internet and World Wide Web provide potential channels of information in this area, including the ability to consult with colleagues outside of Nepal.
- ▶ FPAN senior management should develop management protocols to ensure that information, especially human resource files, is restricted to appropriate persons.
- ▶ Protocols and procedures should also be developed to ensure that individual personnel records are updated on a timely basis.
- ▶ FPAN senior staff should look into the management of logistics at the Branch level, as it may not be satisfactory in all cases.

Additional recommendations

The first two phases of work done on FPAN’s MIS has enabled FPAN to much more effectively and reliably collect information and generate reports. This has largely been a matter of enabling FPAN to better and more efficiently collect the information it currently requires. The revised service statistics recording and reporting forms have now been in use for about two and one-half years. Towards the end of Phase II, when system outputs began to be available, FPAN staff began to look at the information being produced. As FPAN increasingly uses the MIS outputs, staff will probably become more critical about the types of information it is collecting. As information is more heavily used for decision-making rather than producing standard reports for donors, FPAN will begin to look at exactly which information is truly needed and which is not. In

short, it is unlikely that FPAN needs all of the information which it is currently collecting. Therefore, FPAN should take a hard look at what it really needs to collect to manage its programs and the minimum that it needs to report to its donors. This should obviously be done with the participation of IPPF/South Asia Region partly due to the obvious affiliate relationship, but also so that reporting to donors does not continue to be the justification for collecting excessive amounts of data. Streamlining the data requirements to include a minimum set of critical, meaningful indicators would reduce the amount of effort and expense currently being expended on data collection, and would allow FPAN to focus its attention on important information. One aspect of this would be looking at how FPAN prepares its Annual Plan and Budget to see whether the information promised in that document can be reduced.

- ▶ FPAN HQ and Branches should examine their data and information requirements with the intention of concentrating on collecting only that information needed for substantive program management and monitoring.

Annex A
SUMMARY OF PROGRESS AGAINST OBJECTIVES AND VERIFIABLE INDICATORS CONTAINED IN THE
JUNE 1996 MANAGEMENT DEVELOPMENT PLAN

	Objective	Verifiable Indicator	Progress/Status
Management Information System			
1.	Quality, reliability, and timeliness of service information at the VDC and Branch levels is improved.	i. Branch quarterly reports are received on time. ii. Branch and VDC reports are consistent and accurate.	Quality of information is much improved, but more follow-up, monitoring, and feedback is needed. Feedback reports on technical reporting problems have had a good effect. Some Branch Managers do not seem to fully understand the “new” MIS, perhaps due to frequent personnel changes. Turnover rate of Women Volunteers affects quality of information, as new WVs have to learn definitions, forms, etc.
2.	Program Division and Evaluation/MIS staff regularly use MIS and supplementary information for analysis and decision-making.	i. Information system is used to make management decisions ii. Management can produce current information on program performance. iii. HQ provides compiled quarterly feedback reports to Branches	Program Division mainly uses information to monitor and supervise the Branches. The MIS produces management reports at sub-system level. Staff expressed need for greater integration between service and finance information in order to perform an internal check, analyze cost-effectiveness, establish meaningful indicators, and determine the best way of carrying out activities. Analysis would help in re-allocation of budgets. Compiled feedback reports are not being sent to Branches, as these are not felt to be useful..

Note: The objectives and verifiable indicators were specified in the Management Development Plan developed in collaboration with FPAN senior staff, based on the November 1995 supplementary needs assessment. (See Section III, “Activities,” in the main text.) Progress against each objective is based on the final participatory evaluation session held with FPAN senior staff during May 1997. (See Section, IV, Results/Outcomes,” in the main text.)

	Objective	Verifiable Indicator	Progress/Status
3.	FPAN possesses capacity to manage routine maintenance of office technology, including hardware and software (sustainability and institutionalization).	<ul style="list-style-type: none"> i. Changes in statistical module are made by MIS Unit. ii. Staff have received appropriate training iii. Hardware maintenance arrangements made 	Staff have capacity to make minor changes but not larger changes (including programming new reports). Routine computer problems (incompatible files, viruses, printer problems etc.) are increasingly a concern. An additional qualified staff person should be hired and training provided in order to establish the capacity to provide support to users. Policy and standards should also be developed on software; FPAN should consider how it will manage the constantly evolving technology.. FPAN has a contract for hardware maintenance.
4.	FPAN HQ has a fully functioning automated finance system.	<ul style="list-style-type: none"> i. Management can produce current reports on financial performance, including amounts expended against budget. ii. Branch monthly reports are received on time from all Branches. iii. HQ distributes monthly feedback reports to Branches. iv. Staff have received appropriate training. v. All Accounting staff are using automated financial system 	Financial system is functioning well. All staff are using the automated system to enter vouchers. Senior Finance staff can now spend time analyzing financial information rather than doing mundane calculations. Most Branch reports are received on time, although a few str still received late, despite letters being sent by HQ. Monthly feedback reports have not been sent to Branches, as HQ feels the reports would be of limited value for the effort required; quarterly or half-yearly reports would be more useful. There is a perceived need for quarterly financial information to be distributed to FPAN departments, according to a format specified by the department. The Finance Director received specialized training (Sri Lanka) in management of automated financial systems. On the job training was provided to finance staff.
5.	Human resources management system is upgraded to better support management.	<ul style="list-style-type: none"> i. Management can produce current reports on personnel status. ii. Personnel files are complete, current, and referenceable from computerized database (if implemented). 	Personnel records of all HQ and Branch regular staff have been provided to Administration and entered into the new computerized Human Resources MIS (HURMIS). Basic reports can be produced, although staff have requested that additional reports be programmed. It is critical that proper protocols be designed to ensure that all personnel actions are reported to Administration, and to restrict access to HURMIS information to appropriate staff persons.

	Objective	Verifiable Indicator	Progress/Status
6.	Logistics and inventory system is upgraded to better support the management of commodities, equipment, and supplies.	i. Manual stock registers are replaced with computer-based system (if appropriate). ii. Management can produce current reports on commodities and supplies. iii. Periodic stock reports are accurate and are produced more quickly and easily. iv. Number of ad hoc delivery trips is reduced.	Implementation of the automated inventory system using the Contraceptive Logistics Management software package is in process, with work remaining to be done by FPAN in inputting information. Full implementation has been delayed by technical and administrative problems, including transfers of key staff. All purchase orders are being done through the automated system. A recent donor consultant working on a related issue thought the logistics management at HQ to be satisfactory, but perceived a number of problems at the Branch stores.
7.	Finance and service information is accessible to all relevant users over FPAN's LAN.	i. LAN outages are at a minimum. ii. Vouchers are entered from more than one location in HQ. iii. Service information is accessible from more than one location in HQ.	The LAN has been relatively stable, with few outages. Technical information on the LAN should be provided to FPAN by the contractor who installed it. Finance staff are entering vouchers and accessing the automated finance system from four locations in FPAN HQ. Service information can be accessed from two locations.
Training Capacity *			
8.	Appropriate organizational structure and staffing, with clear position descriptions, is established for the effective management of training.	i. Appropriate organizational structure and staffing, with clear position descriptions, is established.	FPAN staff still feel that strategic planning is needed in the training area as well as more training to Training Division staff. FPMD I supported the attendance of several FPAN staff at the MSH Managing for Quality course in Bangkok, the replication of the course in Nepal by FPAN staff, and a part-time training advisor to work in collaboration with the Training Division in developing curriculum. Due to lack of a designated FPAN training counterpart, under FPMDII it was decided not to continue assistance in training.
9.	A comprehensive training plan for FPAN is developed and in place.	i. Annual comprehensive training plan exists and is available, and is updated as required.	
10.	FPAN staff have enhanced skills in the design and delivery of training.	i. Trainees consider FPAN training to be effective.	

	Objective	Verifiable Indicator	Progress/Status
Reproductive Health*			
11.	FPAN staff have a clear understanding of FPAN's objectives and planned activities in the reproductive health area.	i. Written, comprehensive statement of FPAN's overall objectives in reproductive health. ii. Individual staff at all levels understand FPAN's overall objectives in reproductive health.	FPAN reports that it has developed a reproductive health curriculum. A broader understanding of reproductive health by FPAN staff is still a perceived need.
12.	FPAN staff have working knowledge of reproductive health concepts and how to apply them in their work.	i. Reproductive health curriculum completed and in use. ii. Staff can apply reproductive health knowledge to their work. iii. FPAN has capacity to train other organizations in reproductive health.	

* The participatory needs assessment held in December 1995 identified the upgrading of training capacity and the establishment of a competence in reproductive health as FPAN priorities. Due to a combination of lack of achievement in the training strengthening area under FPMDI and limited FPMDI resources, FPMD did not provide assistance in these two areas.

Annex B
Program Outputs from FPMD Technical Assistance to FPAN in MIS

Program Outputs	Medium
System documentation, formats, forms, and protocols	
• Operation Manual for the Computerized Statistical System (FPAN)	paper/disk
• Programs and Data Structure of Computerized Statistical System	paper/disk
• Operational Manual of Computerized Financial System	paper/disk
• Data Structure of Computerized Financial System	paper/disk
• Commodities Logistics Management (CLM) Manual	paper/disk
• Human Resources Management System Operations and System Manual	paper/disk
• LAN-related documentation	paper
• Information Database System: Operation and System Manual (Branch profiles)	paper/disk
Reporting formats, forms, and protocols	
• Human Resources Management System data collection forms	paper
• Management Information System: Terminology, Forms, Formats, and Instructions (complete documentation of Branch/VDC service statistics reporting/recording system)	paper/disk
Training materials	
• Curriculum for information use workshop (in second draft)	paper/disk
• Training materials for introduction of new MIS forms (January 1995)	paper
Assessments	
• Overall assessment of FPAN's MIS (July 1994)	paper
• Human resources MIS assessment (August 1996)	paper/disk
• Logistics/inventory MIS assessment (September 1996)	paper/disk
Software	
• Service statistics module (stand alone and LAN)	disk

Program Outputs	Medium
• Finance module (stand alone and LAN)	disk
• Human resources module	disk
• Information Database System (Branch profiles)	disk

Annex C

Select Bibliography of Key Subproject Documents

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